

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

O-D/OTE
1026 Co/C

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EXO
DD/OTE
D/OTE

12/3

f

2. ADC/OTE
C/CBTG3. Plans Officer
ES/TSB-SPO

4. [REDACTED]

5. C/AD

6. C/TSD

7. D/CSI

8. C/LT

9. C/MATD

10. C/IT

11. C/ISTD

12. C/CTD

13. C/WOTS

14. C/CID (GE73, HQS.)

15. [REDACTED]

Harte: Pls send
copy for me

L

Attached is
your copy - I also
have one in our
"Accomplishments"
file. [REDACTED]Harte: I want to
send a copy of
this to Dull
Kerr; along with
my own.Cy attached
for Kerr.
Done.

OTE 85-1516

MEMORANDUM FOR: Deputy Director for Administration

FROM: [REDACTED]

Director of Training and Education

SUBJECT: OTE FY 1985 Accomplishments [REDACTED]

This Office has just completed another highly productive year. The following are selected examples of the many accomplishments realized as a result of the dedication of OTE employees. [REDACTED]

--THE OUTPUT CONTINUES TO GROW:

During FY 1985, OTE had more than [REDACTED] enrollments for a total of [REDACTED] student days in [REDACTED] different courses. This does not include tutorials, foreign language training, special programs, or other ad hoc training requests. This represents more than double the training that was offered as little as five years ago. [REDACTED]

External training enrollments also hit a new record at [REDACTED] during FY 1985. [REDACTED]

--INTERNAL MANAGEMENT:

The Office was reorganized to prepare us to deal with the many new curriculum initiatives we are undertaking. The Secretarial, Administrative and Communication Training Division was established to manage the expanding secretarial training initiative. The Leadership Development Division was created to bring sharper focus to management and leadership training. The Soviet Realities Institute was formed to spearhead the Agency's effort to increase our understanding of the USSR. The Washington Operations Training Division [REDACTED]

[REDACTED] was created to consolidate Headquarters-based operations training and to help better focus resources on the expanding requirements for overseas and operations training. [REDACTED]

SECRET

25X1 SUBJECT: OTE FY 1985 Accomplishments [REDACTED]

25X1 The first issue of OTE Notes, an internal newsletter, has gone to press. It will be used as a communication tool within the Office. [REDACTED]

25X1 An effort was begun to increase OTE external training expenditures per MT careerist which had ranked fifth from the bottom in the Agency. There is a goal for the OTE external training expenditures to triple by the end of FY 1986. [REDACTED]

25X1 A new training building, which has been under way for the past two years [REDACTED] was completed and the first classes held in it during February 1985. The building has residential facilities for up to [REDACTED] students as well as classrooms and team rooms. [REDACTED]

25X1 --EXCELLENCE EFFORT:

25X1 Each branch in OTE developed an "excellence list" and a statement of "principles" for the Office. These were discussed with the D/OTE. A consolidated statement of OTE principles will soon be forthcoming. [REDACTED]

25X1 The Office completed a long term project (initiated in October 1982) which defined the "roles and competencies" required by training careerists. The project, based on a similar effort by the American Society for Training and Development, specifies hierarchically the skills and experience necessary to advance in a training career. It significantly aids the career management process as a whole and offers precise training and assignment information to the individual careerist. [REDACTED]

25X1 A campaign was instituted to improve the quality of life at the Chamber of Commerce building. Suggestions were received from employees at all levels. Some of the recently completed improvements include: installation of benches at the shuttle bus stop, purchase of cleaning tools for vaulted areas, installation of new bulletin boards, hall signs and classroom indicators. The snack bar was equipped with a microwave for student and staff use. Smoke detectors have been ordered and the tattered and aged wall hangings are being replaced. The health room was cleaned and stocked with material. [REDACTED]

25X1 SUBJECT: OTE FY 1986 Accomplishments []

25X1 OTE worked closely with the Secretarial Profession Task Force which the Executive Director appointed to develop an action plan to reform the secretarial pay and career structure within the Agency. []

25X1 The Request for Internal Training Form (Form 73) is being automated to permit paperless registration throughout the Agency. It is currently being used on a limited trial basis. Upon full implementation, it is expected that there will be a considerable time savings in the preparation of course rosters, confirmation of enrollments, and the electronic updating of the Agency Training System with course completions. []

--NEW PROGRAMS:

25X1 A comprehensive training program was launched for secretaries, administrative and technical employees. The program became an instant success with FY 1985 instances of training exceeding [] enrollments. The training consists of a series of courses designed to handle the training needs over the careers of this large group of Agency employees, from the Agency Orientation and Office Procedures Course to Supervisory Skills for Secretaries. []

25X1 The Communications Training Branch implemented the recommendations of a 1984 Agency-wide writing needs survey. The multi-level program includes remedial, technical, and advanced writing as well as a course to develop writing confidence. []

25X1 The Communications Training Branch also conducted a number of workshops for CIA editors. This was the first such attention this valuable group of CIA employees have ever received. []

25X1 As part of OTE's continuing effort to develop training programs tailored to meet specific needs of Agency personnel, a new DS&T training program was established. The training program, developed utilizing the results of a DS&T-wide needs assessment, includes such specialized courses as Acquisition Management for CIA Technical Personnel, Briefing Technical Material. ELINT Orientation, and Writing in the DS&T. []

Training must play a stronger role in pushing technology awareness in the Agency. Thus, we recently ran the new course "Rapidly Advancing Technologies Seminar." Students visited various technology centers and had the opportunity to discuss

25X1 SUBJECT: OTE FY 1986 Accomplishments []

emerging technologies with leading experts. One immediate result of the course was a student proposal to do a similar effort on the Strategic Defense Initiative. This led Lieutenant General James A. Abrahamson, head of the Strategic Defense Initiative Organization, to organize such an effort. This Office will do a similar undertaking for Agency personnel. []

25X1 --LANGUAGE TRAINING:

In order to assess the comparability, validity, and reliability of CIA, DLI, and FSI oral proficiency testing, the three agencies conducted a study in French and German. Under the auspices of the Center for Applied Linguistics (CAL), twelve testers from the agencies tested 60 examinees in Washington and the Defense Language Institute (DLI) in Monterrey, California. Initial feedback indicates strong interagency oral proficiency test rating parity. A complete analysis of the study with recommendations will be submitted by the end of the year. []

25X1 DLI, FSI, CIA, and NSA regularly exchange teaching materials, trainers, and pedagogical expertise. Negotiations are underway to set up a Xerox Star 8010 multilingual computer internet communication system for unclassified exchanges of teaching and testing materials. []

25X1 The revised Language Incentive Program (LIP) became effective on 26 May 1985. Each Directorate will apply the new program according to its own operating needs. Highlights of the new program included a doubling of annual LIP award amounts, which totaled more than [] under the old program, and regular overseas testing to assure continued eligibility for awards for employees in overseas posts. []

25X1 The Language Training Division (LTD) added Lao and English as a Second Language to its roster of [] languages. LTD had FY 1985 enrollments of [] full-time and [] part-time students. []

25X1 --OVERSEAS TRAINING:

25X1 An emerging trend in 1985 was the movement of training overseas. Increasingly we will have to take the training to the people instead of vice versa. []

25X1
SUBJECT: OTE FY 1986 Accomplishments [REDACTED]

25X1 [REDACTED] employees and annuitants representing eight languages
were certified as oral proficiency testers to assist in the
overseas testing program. A formal overseas testing program was
25X1 implemented in which [REDACTED] employees were tested [REDACTED]
25X1 [REDACTED]

We responded to a DO requirement to conduct a training
program for secretaries overseas who otherwise would not benefit
from the Headquarters program. East Asia Division personnel and
25X1 the trainers travelled to [REDACTED] deliver the
program. The program was so successful that the DO wants to take
25X1 it to Europe in late January or February 1986. [REDACTED]

--CAREER TRAINEE PROGRAM:

As part of the continuing effort to make the Career Trainee
Program relevant for all of the Directorates in the Agency,
separate programs were established for CTs bound for the DS&T and
25X1 DA. We also began to give the [REDACTED] Course
to CTs from all Directorates.

25X1 The Career Trainee Division developed and managed the
25X1 programs of and trained [REDACTED] career trainees in FY 1985, an
increase of approximately [REDACTED] percent over that of FY 1984. [REDACTED]

--OPERATIONS TRAINING:

25X1 [REDACTED]

The Washington Operations Training Division was established
and serves as the foundation for operations skills training
conducted in the Headquarters area. Its primary task has been
the development of the week-long Personal Security Course (PSC)
which arms Agency employees with information on how to cope with
the terrorist threat overseas. The PSC develops an awareness of
how posture, demeanor, manner of dress and other non-verbal
communications serve to raise or lower one's profile as a
25X1 potential target. [REDACTED]
25X1 [REDACTED]

25X1 SUBJECT: OTE FY 1986 Accomplishments []

25X1 OTE's goal is to offer this course to every Agency employee and spouse going overseas PCS. Personnel assigned TDY to high-risk areas are also receiving the training. There are 17 runnings of this course scheduled during FY 1986 with as many additional runnings as resources will permit. []

25X1 The Operations Training Division trained [] students in
25X1 12 different Agency and military courses covering []
25X1 []

25X1 The [] Training Course was expanded from []
25X1 to [] students per year, extending this [] training to all four Directorates' Career Trainees. This meant increasing instructor staff, constructing additional classroom space, offices, staff housing and ordnance inventories. []

25X1 We have substantially modernized and upgraded major segments [] training. One of the final comprehensive three-week exercises has been completely rewritten and another has been newly created. []
25X1 []
25X1 []

--COMPUTER-BASED TRAINING:

25X1 Due to an increasing demand for computer skills training, three self-study videotape courses were designed by the Information Systems Training Division (ISTD) covering AIM, host-based word processing, and SCRIPT. []

25X1 A joint project between the Information Systems Training Division and the Computer Based Training (CBT) Group resulted in the development of a four hour CBT course on AIM which will be available on VM by January 1986. []

25X1 An eight position Apple IIe computer learning lab was established in the Language Training Division. A four position lab will soon be set up in the Headquarters Learning Center. []

25X1 SUBJECT: OTE FY 1986 Accomplishments

--EXECUTIVE DEVELOPMENT:

25X1 In response to a study of executive development priorities conducted in 1984, the Executive Development Staff designed a program for new SIS officers focusing on executive competencies and the leadership dimension of assuming executive responsibilities. The resulting Executive Leadership Forum offers SIS officers an opportunity to reflect on organizational expectations, receive feedback on key leadership dimensions, and develop with their peers their own model of effective and ineffective leadership behaviors. The Forum replaced the Executive Development Core Course.

25X1 Nine new electives were also developed in response to the executive interest survey including "Achieving Sustained High Performance", "Intelligence Collection in the 1990's", and "Resource Decision Making for Executives."

--INTELLIGENCE TRAINING:

25X1 OTE is embarking on a major initiative to establish a Soviet Studies Training Program in response to a DCI request. Although still in the initial stages, it will consist of one required course and a series of modules on six major blocks--Soviet politics, economy, military strategy and doctrine, culture and society, intelligence and active measures, and science and technology. The program would be directed to the needs of junior and mid-level officers working exclusively or primarily on Soviet issues.

25X1 The Intelligence Training Division successfully conducted four additional runnings of the five-week New Analyst Course in support of DI requirements to train new analysts within 90 days of their entrance-on-duty.

25X1 A series of nine science- and technology-related seminars designed to update Agency analyst, scientist and engineer knowledge in areas such as nuclear power and artificial intelligence were offered.

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25X1 During 1985, the Center for the Study of Intelligence
25X1 launched the long-proposed demographic profile of the Agency,
25X1 provided working space and support for three of the Director's
Exceptional Analysts, completed the research and writing of a
biography of former CI Chief, David Blee, and []
[] published four issues of Studies in Intelligence -
which celebrates its 30th anniversary with the current issue. []

--CURRICULUM EVALUATION:

25X1 We began a first-ever systematic evaluation and zero-based
review of all OTE courses and programs. This process ensures
courses are meeting identified training needs, content is
relevant to target audience and courses are eliminated that are
no longer of value. As a result of this review, 12 courses were
terminated. []

25X1 We also finished phase one of a comprehensive review of our
analyst training program. This review was conducted by a panel
of DI customers and outside experts. []

--RECRUITMENT PROGRAM:

25X1 OTE's contribution to the recruitment issue took several
forms. [] Agency recruiters participated in the first
running of the Recruiter Training Course. The course focused on
the laws, regulations, policies, and procedures which govern
Agency recruitment activities. In-depth instruction on
25X1 interviewing, presentation skills and recruitment activity
management was also provided. []

25X1 An unclassified brochure highlighting the training
25X1 opportunities available in the Agency was developed for use in
the recruitment effort. Twenty thousand copies of the brochure
are being printed for immediate use by recruiters. The brochure
was developed internally by OTE at an estimated savings to the
Agency of \$30 thousand. []

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OFFICE OF TRAINING AND EDUCATION

FY 1984 ACCOMPLISHMENTS

25X1 Expansion of the Agency's interest in training continued for FY 1984
 25X1 with new records being achieved in many categories of programs offered by
 25X1 the Office of Training and Education (OTE). There was an increase of []
 25X1 student enrollments in OTE-conducted courses [] enrollments, an []
 25X1 percent increase over 1983) and an increase of [] instances of external
 25X1 training [] percent increase over 1983). OTE has responded to the
 25X1 increasing demand by adding additional courses, with a total curricula
 25X1 consisting of [] courses (up [] percent over 1983).

25X1 OTE's dedication to Agency and Community training is reflected in the
 numerous accomplishments during this most recent fiscal year. Efforts
 towards tailoring training programs to meet specific requirements resulted
 in the launching of a needs analysis and program development for the
 Directorate of Science and Technology. A comprehensive training program
 for secretaries, and administrative, and technical employees that began in
 25X1 July is expecting over [] enrollments for the upcoming fiscal year. The
 Career Trainee Division was established in May to direct the expanded
 Career Training Program designed to foster the one-Agency concept by
 serving the needs of all Directorates.

25X1 The Intelligence Training Division expanded its unique military
 analysis training by presenting three new courses, the Military Analysis
 Course, the Military Analysis Survey, and Revolutions in Latin America.
 Preliminary utilization of computer-aided instruction began in this
 Division with the development and use of several computer-based war games.
 As a result, military analysts in the Agency are now exposed to training
 which is not available elsewhere in the Government.

25X1 Over [] was awarded to Agency personnel for the achievement,
 25X1 maintenance, and use of foreign language skills during FY 1984 as a result
 of the Language School's administration of the Language Incentive Program.
 In addition to teaching [] foreign languages, the Language School has led
 efforts to establish interagency proficiency test comparability and has
 worked closely with the Office of Research and Development on the
 incorporation of advanced technologies into foreign language instruction.
 Instructors also gave extensive linguistic and operational support to the
 Directorate of Operations.

25X1 The first phase of the Management and Administrative Training
 Division's (MATD) long-range effort to deliver writing skills training was
 attained through an Agency-wide needs survey. The survey indicated a
 demand for a multilevel program which includes writing exercises directly

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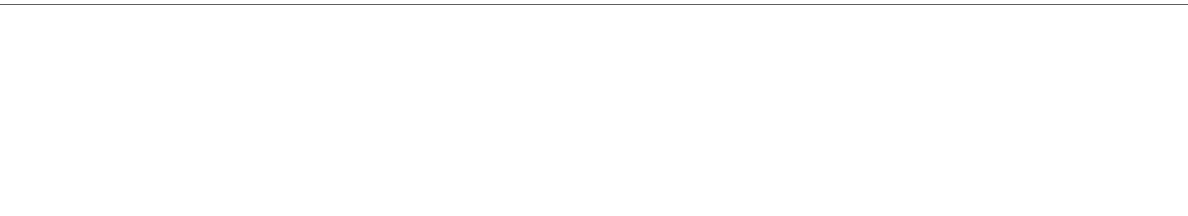
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related to job responsibilities and the Agency's mission. The program will begin in FY 1985. MATD conducted four dedicated management courses for the Office of Communications during the summer, with over [] officers completing at least one of the four different courses. Two workshops entitled "Just Plain English" reached over [] employees in the Agency auditorium.

The Executive Development Staff completed its first full year of operation by offering two Core Courses to [] new SIS-01 students. Complements to the Core Course included two highly successful electives, "Intelligence and National Security Policy: The Nixon Administration," and "Automation and CIA Executive."

The Training Support Division handled the record number of registrations associated with the Agency's training explosion and began the preliminary steps of automating internal registrations. Savings of \$18,000 in external training funds were identified by disapproving inappropriate training or suggesting alternative internal training.

In addition to four seasonal editions of Studies in Intelligence, the Center for the Study of Intelligence (CSI) produced a special Studies issue, "U.S. Intelligence and Vietnam," and a monograph, "Thinking and Writing: Cognitive Science and the Directorate of Intelligence." Two conferences were conducted for University professors who teach courses on intelligence. CSI assumed direction of the Guest Speaker Program and brought in four luminaries to standing-room-only audiences in the auditorium.



The Information Systems Training Division (formerly the Information Science Center) trained [] students in some 25 different courses during FY 1984. They provided CAMS2 transition training to over [] CAMS1 users and trained more than [] analysts on the SAFE system. They are extensively involved with the development of a number of special systems, including SIMS, LIMS, PRIM, and DESIST. In order to efficiently provide the training required by these new systems, they have developed a team-teaching approach which includes a software expert from ODP, a functional expert from the involved office (Security for SIMS, Logistics for LIMS, Personnel for PRIM, etc.), and an instructor for each system. Training was provided to all new clerical EODs as required on WANG and NBI word processing. In cooperation with the Office of Research and Development, six seminars on Artificial Intelligence were presented to [] mid- and senior-level managers from the Intelligence Community.